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AMAZON BASIN CONSERVATION INITIATIVE

DESIGN, PROPOSED ACTIVITIES AND EXPECTED OUTCOMES

January 2007

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DESIGN, PROPOSED ACTIVITIES AND EXPECTED OUTCOMES

Challenging the Advance of theDeforestation Frontier in the Brazilian Amazon

Instituto Internacional de Educação do Brasil (IEB)

Instituto do Homem e Meio Ambiente na Amazônia (IMAZON)

Kanindé–Associação de Defesa Etno- Ambiental

Conservation Strategy Fund (CSF)

Conserving the Madidi-Manu Landscape of Bolivia and Peru

Wildlife Conservation Society (WCS)

Asociación para Conservación de la Amazonia (ACA)

Fundación Protección y Uso Sostenible del Medio Ambiente (PUMA)

Fondo de las Américas del Perú (FONDAM)

Sociedad Peruana de Derecho Ambiental (SPDA)

Indigenous Landscapes: Strengthening Indigenous Organizations in the Amazon Basin

The Nature Conservancy (TNC)

Instituto del Bien Común (IBC)

Fundación Sobrevivencia Cofán (FSC)

Coordenação das Organizações Indígenas da Amazônia Brasileira (COIAB)

Instituto Internacional de Educação do Brasil (IEB)

Environmental Governance in the MAP Region of Peru, Brazil and Bolivia

The University of Florida (UF)

Woods Hole Research Center (WHRC)

Instituto de Pesquisa Ambiental da Amazônia (IPAM)

SOS Amazônia

Herencia

Universidade Federal do Acre (UFAC)

Universidad Amazonica de Pando (UAP)

Universidad Nacional Amazonica de Madre de Dios (UNAMAD)

Instituto Nacional de Desarrollo – Projecto Especial de Madre de Dios (PEMD)

Sustainable Livelihoods in the Western Amazon

Rainforest Alliance	Fundación Natura (FN)	Conservación y Desarrollo (C y D)

ABCI Program Secretariat

International Resources Group (IRG)	Academy for Educational Development (AED)	Instituto Internacional de Educação do Brasil (IEB)	Sociedad Peruana de Derecho Ambiental (SPDA)	Social Impact (SI)

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ACRONYMS

ABCI	Amazon Basin Conservation Initiative
ACA	Asociación para Conservación de la Amazonia (Amazon Conservation Association)
ACTO	Amazon Cooperation Treaty Organization
AED	Academy for Educational Development
CBFP	Congo Basin Forestry Partnership
CIPTA	Consejo Indigena del Pueblo Tacana
COIAB	Coordenação das Organizações Indígenas da Amazônia Brasileira (Coordination of the Indigenous Organizations of the Brazilian Amazon)
CSF	Conservation Strategy Fund
C y D	Conservación y Desarrollo (Conservation and Development)
FESPAI	Federación Sindical de Productores Agrícolas de Iturralde
FN	Fundación Natura (Nature Foundation)
FONDAM	Fondo de las Américas del Perú (Fund of the Americas of Peru)
FSC	Fundación Sobrevivencia Cofán (Foundation for the Survival of the Cofán)
GTZ	Deutsche Gesellschaft fur Technische Zusammenarbeit (German Agency for Technical Cooperation)
IBC	Instituto del Bien Común (Institute for the Common Good)
IEB	Instituto Internacional de Educação do Brasil (International Institute of Education of Brazil)
IMAZON	Instituto do Homem e Meio Ambiente na Amazônia (Amazon Institute of People and the Environment)
INADE	Instituto Nacional de Desarrollo – Projecto Especial de Madre de Dios (National Institute of Development)
INREMA	Institute for Investigation of Natural Resources and Environment
INRENA	Instituto Nacional de Recursos Naturales
IPAM	Instituto de Pesquisa Ambiental da Amazônia (Institute for Environmental Research in Amazonia)
IRG	International Resources Group
KW	Kreditanstalt für Wiederaufbau (German Bank for Reconstruction)
NGO	Nongovernmental Organization
NTFP	Non-timber Forest Product

PEMD	Special Project of the Madre de Dios
PUMA	Fundación Protección y Uso Sostenible del Medio Ambiente (Foundation for Protection and Sustainable Use of the Environment)
RA	Rainforest Alliance
SDS	Sustainable Development Secretariat
SERNAP	El Servicio Nacional de Áreas Protegidas
SI	Social Impact
SPDA	Sociedad Peruana de Derecho Ambiental (Peruvian Society for Environmental Law)
TNC	The Nature Conservancy
UAP	Universidad Amazonica de Pando (Amazonian University of Pando)
UF	University of Florida
UFAC	Universidade Federal do Acre (Federal University of Acre)
UNAMAD	Universidad Nacional Amazonica de Madre de Dios (Nacional Amazonian University of Madre de Diós)
US	United States
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WHRC	Woods Hole Research Center

EXECUTIVE SUMMARY

The Amazon Basin Conservation Initiative (ABCI) seeks to build capacity and commitment for effective stewardship of the Basin's nationally and globally important biological diversity and environmental services. In its first five years (2006-2011) ABCI will be supported by $50 million from USAID and $15 million from partner organizations. This document provides a brief overview of the Amazon regional context, ABCI's strategic approach, and the various programs that ABCI is supporting. ABCI will complement ongoing conservation initiatives in the Amazon Basin by building the capacity of local institutions to address emerging conservation threats and opportunities at larger scales. ABCI's vision is to *build effective, multiple-country constituencies for conservation by establishing and strengthening institutional networks across the Amazon Basin.* This vision will be achieved by strengthening participating institutional consortia, building linkages between them, and developing shared approaches to conservation across the region together with regional partners and national governments.

ABCI has adopted a number of strategies to magnify impacts and enhance sustainability, five of which are summarized below:

1. REGIONAL APPROACH

ABCI is one of the Amazon region's first large-scale, multiple-country conservation initiatives. This geographic scale will enable the program to address emerging environmental threats by building institutional capacity at multiple levels across the Basin.

2. PARTICIPATORY DEVELOPMENT

USAID developed ABCI over two years, carrying out a needs assessment, developing draft and final strategies that received widespread review, and conducting a highly competitive application process that involved over 30 consortia representing US- and Amazon-based institutions.

3. CONSTITUENCIES FOR CONSERVATION

As mentioned above, ABCI's vision is to build constituencies for conservation that are effective and operate across multiple countries.

4. INSTITUTIONAL CONSORTIA

To build constituencies for conservation, ABCI supports five conservation consortia, comprising 26 global nongovernmental organizations (NGOs), indigenous and traditional peoples' organizations, universities, host government agencies, and research institutions (See Table below). The partnerships developed among consortia partners, between consortia, and with other regional networks will provide the institutional foundation for building constituencies for conservation.

5. GEOGRAPHIC FOCUS

Many ABCI-supported activities are concentrated in the Southwest Amazon, a region of exceptional biodiversity that contains extensive national parks, indigenous lands, and other areas permitting sustainable natural resource use. Yet, rapid infrastructure development—including the trans-Amazon link to the Pacific—poses growing threats. In short, this is a region where focused investments in the next five-to-ten years will yield significant returns for conservation.

6. THEMATIC FOCUS

To build effective multiple-country constituencies for conservation all of the consortia will work to build institutional capacity and most will strengthen environmental governance, issues that are especially critical in remote areas of the Amazon Basin. Likewise, developing sustainable sources of conservation funding is a common theme held across the consortia and by ABCI as a whole.

7. PROGRAM-WIDE COORDINATION

An ABCI-wide Secretariat will assure that the various ABCI programs carried out by the conservation consortia are mutually reinforcing and greater than the sum of their parts. It will achieve this by organizing regular participant meetings and supporting capacity building, communications, public-private partnerships and dissemination of lessons learned.

8. LEVERAGING REGIONAL NETWORKS

ABCI will reach out to broader regional networks in the Amazon Basin, beginning with the Amazon Cooperation Treaty Organization (ACTO). Through participant meetings and online communications, ABCI will also involve other donors and key regional networks, such as those linking indigenous organizations, research centers, and businesses.

9. ADAPTIVE MANAGEMENT

ABCI has adopted a Design-and-Implement approach that will include a nine-month, collaborative design process among all consortia partners before full-scale implementation begins. All ABCI partners (USAID, implementing partners, and key stakeholders) have made a commitment to adaptive management, continuous learning and results-driven outcomes over the life of the program.

10. SUSTAINABILITY

ABCI's 5-year budget includes $15 million in counterpart funding from the conservation consortia. Developing strategies for sustainable conservation funding is a common theme across the consortia and ABCI as a whole. Improved environmental governance and strengthened constituencies for conservation will together represent a major accomplishment of ABCI.

Summary of ABCI's Five Conservation Consortia

Consortium	Objective	Geographic Focus	Institutions
Challenging the Advance of Deforestation in the Brazilian Amazon	Strengthen environmental governance, empower local stakeholders to deal with the socio-environmental problems associated with deforestation	SW Brazilian Amazon (Amazonas State)	Four NGOs led by Instituto Internacional de Educação do Brasil
Conserving the Madidi-Manu Landscape of Bolivia and Peru	Improve landscape planning and implementation, develop community-based eco-enterprises, and build environmental governance	Southwest Amazon: Peru and Bolivia	Five NGOs led by the Wildlife Conservation Society
Indigenous Landscapes: Strengthening Indigenous Organizations in the Amazon Basin	Strengthen environmental management of indigenous lands by building the capacity of indigenous and partner organizations to plan, manage and protect these lands	Four landscape-level sites – two in Brazil and one each in Peru and Ecuador	Five NGOs led by The Nature Conservancy

Consortium	Objective	Geographic Focus	Institutions
Environmental Governance in the MAP Region*	Reduce the loss of biodiversity and environmental services, and serve as an example for international collaboration on transboundary issues in the Amazon Basin	Southwest Amazon: Peru, Bolivia, Brazil	Four universities, four NGOs and one governmental agency led by the University of Florida
Sustainable Livelihoods in the Western Amazon	Reduce environmental degradation and improve community livelihoods by increasing the sales volume and revenue of certified sustainable timber, non-timber, agriculture and tourism products	Western Amazon: Colombia, Ecuador, Peru, Bolivia	Three NGOs led by Rainforest Alliance

*Madre de Dios, Peru; Acre, Brazil; Pando, Bolivia

The varied composition, activities and geographic foci of the conservation consortia is a strength in and of itself. In addition, the conservation consortia have important commonalities. As mentioned above, all of the consortia focus on building capacity, and all have a significant, on-the-ground presence in the Southwestern Amazon Basin. Several consortia are also involved in strengthening environmental governance. In addition, some institutions in different consortia have long-standing ties and collaborative relationships that precede ABCI, while many others have similar missions. These commonalities offer opportunities to strengthen existing linkages and forge new ones across ABCI's consortia, transforming this initiative into a whole that is greater than the sum of its parts.

An ABCI-wide Secretariat will ensure that the various ABCI programs carried out by the conservation consortia are mutually reinforcing. The Secretariat will organize regular participant meetings and support capacity building, communications, and dissemination of lessons learned. The Secretariat will also build linkages to other regional stakeholders by strengthening public-private partnerships and building regional dialogue on pertinent policies and other issues. Finally, it will assure program-wide cohesion by working with NGO consortia to prepare comprehensive workplans and progress reports. Based in Brasília with offices in Lima and Washington, DC, the Secretariat is composed of five NGO and consulting firms led by International Resources Group.

In short, ABCI is embarking on an ambitious conservation agenda that spans national frontiers in developing new institutional networks and constituencies to address the growing challenges to conservation in the Amazon Basin.

1. ABCI-WIDE OVERVIEW

1.1 REGIONAL CONTEXT

The Amazon Basin Conservation Initiative (ABCI) is a five-year, $65 million United States Agency for International Development (USAID) and partner-supported program to build capacity and commitment across the Amazon Basin for effective stewardship of the Basin's nationally and globally important biological diversity and environmental services. ABCI is the second of US-supported initiatives designed to conserve tropical forests across multiple countries. The first such initiative, the Congo Basin Forest Partnership (CBFP), is an association of 29 international public and private partners working to support sustainable management of forest resources in Central Africa. Through ABCI, the US government will support a similar effort in the Amazon Basin.

This document provides a brief overview of the Amazon regional context, ABCI's strategic approach, and the various programs that ABCI is supporting.

A growing array and scale of threats to biodiversity are no longer offset by the Amazon Basin's huge area (Figure 1). Globalized markets for hydrocarbons, soy, beef, and other commodities are driving construction of roads and pipelines, triggering in-migration, appropriation of land and subsurface resources, and conflicts with traditional inhabitants.

Figure 1. The Amazon Basin with ABCI Consortia Areas Outlined

At the same time, countries across the region have developed environmental policies to address conservation threats, largely by establishing protected areas, indigenous territories, conservation concessions, and other areas designed to protect biodiversity and encourage sound natural resource use. Civil society has played a

critical role in the development and strengthening of environmental policies, and decision making is increasingly taking place at local levels throughout the region. New policies regulating forestry are being implemented in most Amazonian countries, and the capacity to monitor environmental threats has improved significantly. In recent years, major international donors have contributed approximately $100 million a year in support of these efforts, complementing the significant investments of national governments throughout the region.

MAJOR AMAZON REGION ENVIRONMENTAL DONORS

- USAID: $36 million/year
- Moore Foundation: $30 million/year
- Global Environment Facility (GEF): $23 million/year
- World Bank: $11 million/year
- MacArthur Foundation: $2 million/year
- Bilateral donors: Germany (Deutsche Gesellschaft für Technische Zusammenarbeit [GTZ] and KfW), Holland, France, Spain, and Japan

Yet, even the most effective efforts to address the growing array of threats to biodiversity conservation in the Amazon Basin are usually limited to specific countries or regions within them. Historic, linguistic, and cultural barriers weaken communication, particularly between Brazil and the Andean countries, but also locally among settlers from diverse origins and hundreds of tribal ethnicities. Weak governance, especially in border areas, can exacerbate conflict, illicit activities, and acute concerns about national sovereignty.

One of many major conservation initiatives in the Amazon Basin, ABCI alone cannot address or solve the multiple challenges facing biodiversity conservation in the region. Instead, it will complement ongoing initiatives by building the capacity of local institutions to address emerging conservation threats and opportunities at larger scales. In its initial five-year period, ABCI's vision will be to establish and strengthen institutional networks across the Amazon Basin, building *effective, multiple-country constituencies for conserving the region's globally important biological diversity and environmental services*.

1.2 ABCI'S STRATEGIC APPROACH

ABCI has adopted a set of ten strategies to address this challenging context. These strategies, which are summarized below, distinguish ABCI from other initiatives in the region and ultimately increase its likelihood of success:

1.2.1 REGIONAL APPROACH

ABCI is one of the Amazon region's first large-scale, multiple-country conservation initiatives. This geographic scale is required to address many of the region's emerging environmental threats, and it will enable ABCI to support institutional capacity building at multiple levels across the Basin, from grassroots to international levels.

1.2.2 PARTICIPATORY DEVELOPMENT

USAID developed ABCI over two years, following a highly consultative process, which included the following:

- An opportunities assessment carried out in consultation with more than 200 representatives of governments and civil society in five Amazonian countries and the US;
- Online release of a draft ABCI concept paper in English, Spanish, and Portuguese, generating extensive commentary from governmental agencies and civil society organizations that was incorporated into a final concept paper, likewise released in the three languages;
- Online release of calls for proposals; and
- An open and highly competitive selection process that involved over 30 consortia representing US- and Amazon-based institutions.

1.2.3 CONSTITUENCIES FOR CONSERVATION

As mentioned above, ABCI's vision is to build constituencies for conservation that are effective and operate across multiple countries. This vision will be achieved by strengthening participating ABCI consortia, building linkages among them, and developing shared approaches to conservation across the region together with regional partners and national governments.

1.2.4 INSTITUTIONAL CONSORTIA

To build institutional partnerships and capacity, ABCI supports five conservation consortia comprised of 26 NGOs, indigenous and traditional peoples' organizations, universities, host government agencies, and research institutions (See Table below).[1] All of these institutions carry out active, on-the-ground activities in the Amazon Basin, and the vast majority (81%) is Amazonian organizations, with their headquarters established in or in close proximity to the region, and with their missions sharply focused on regional issues. By the end of ABCI's initial five-year funding period, the partnerships developed among consortia members, between consortia, and with other regional networks will provide the institutional foundation for building constituencies for conservation.

1.2.5 GEOGRAPHIC FOCUS

One of ABCI's most compelling opportunities for conservation lies in its geographic focus. Although some ABCI-supported activities will take place elsewhere, many are concentrated in the Southwest Amazon. This area harbors some of the world's highest species levels of mammals, birds, and other groups. The area is largely intact and contains extensive national parks, indigenous lands, and other areas permitting sustainable natural resource use. Yet, rapid infrastructure development—including the trans-Amazon link to the Pacific and the Camisea gas fields—poses growing threats. In short, this is a highly strategic region for conservation in the Amazon Basin, where focused investments in the next five-to-ten years will yield significant returns.

1.2.6 THEMATIC FOCUS

Building effective multiple-country constituencies for conservation requires a focus on strengthening institutions. All of the consortia will work to build institutional capacity and most will strengthen environmental governance, issues that are especially critical in remote areas of the Amazon Basin. Likewise, all consortia are involved in on-the-ground activities to improve biodiversity conservation and natural resource management practices on diverse scales. In addition, developing sustainable sources of conservation funding is a common theme held across the consortia and by ABCI as a whole.

1.2.7 PROGRAM-WIDE COORDINATION

An ABCI-wide Secretariat will assure that the various ABCI programs carried out by the conservation consortia are mutually reinforcing and greater than the sum of their parts. The Secretariat will organize regular participant meetings and support capacity building, communications, and dissemination of lessons learned. The Secretariat will also build linkages to other regional stakeholders through initiatives such as strengthening public-private partnerships and building regional dialogue on pertinent policies and other issues. In addition, it will assure program synergy throughout ABCI and cohesion by working with partners to prepare comprehensive workplans and progress reports.

1.2.8 LEVERAGING REGIONAL NETWORKS

ABCI will reach out to broader regional networks in the Amazon Basin, beginning with the Amazon Cooperation Treaty Organization (ACTO), which convenes the region's eight national governments to promote conservation and sustainable development and will serve as a critical reference point for political trends in the region. The ABCI Secretariat will be established in Brasília within walking distance of ACTO headquarters, with another office in Lima. Through participant meetings and online communications, ABCI

[1] Counting the additional partners that participate in the program Secretariat, ABCI supports a net total of 28 institutions. (Two of these institutions participate in more than one consortium.)

will also involve other donors and key regional networks, such as those linking indigenous organizations, research centers, and businesses.

1.2.9 ADAPTIVE MANAGEMENT

Given its wide range and diversity of participating institutions, ABCI has embarked on a careful planning process that has included the highly consultative development noted above. This process extends beyond the launch of the initiative to include a nine-month collaborative design process among all consortia partners before implementation begins. Routine consultations with host governments and establishment of an advisory board will provide strategic guidance. Throughout implementation, ABCI will monitor results at all levels to assure quality and capacity to manage adaptively. All ABCI partners (USAID, implementing partners, and key stakeholders) have made a commitment to adaptive management, continuous learning and results-driven outcomes over the life of the program.

1.2.10 SUSTAINABILITY

A strong financial foundation is key to achieving sustainability of ABCI's impacts. The $65 million, five-year budget includes $15 million in counterpart funding from the conservation consortia. As noted above, developing strategies for sustainable conservation funding is a common theme across the consortia and in ABCI as a whole. In addition, ABCI will actively seek linkages with other donor programs operating in the Amazon region. Finally, improved environmental governance and strengthened constituencies for conservation will together represent a major outcome of ABCI that will have lasting impacts.

2. ABCI CONSERVATION CONSORTIA

ABCI supports five highly qualified partner consortia, each of which will implement a results-driven program and will work together with USAID, the ABCI Secretariat, and other stakeholders for conservation impacts on a regional scale. ABCI conservation consortia are listed in Table 1.

Table 1. ABCI Conservation Consortia

Consortium Name and Program Focus	Geographic Focus
1. Challenging the Advance of Deforestation in the Brazilian Amazon *Lead:* International Institute for Education of Brazil	Southwest Brazilian Amazon (Amazonas State)
2. Conserving the Madidi-Manu Landscape of Bolivia and Peru *Lead:* Wildlife Conservation Society	Southwest Amazon: Peru and Bolivia
3. Indigenous Landscapes: Strengthening Indigenous Organizations in the Amazon Basin *Lead:* The Nature Conservancy	Indigenous landscapes across Brazil, Ecuador, and Peru
4. Environmental Governance in the MAP Region of Peru, Brazil and Bolivia *Lead:* University of Florida	Southwest Amazon: Brazil, Bolivia, and Peru
5. Sustainable Livelihoods in the Western Amazon *Lead:* Rainforest Alliance	Western Amazon: Bolivia, Colombia, Ecuador, and Peru

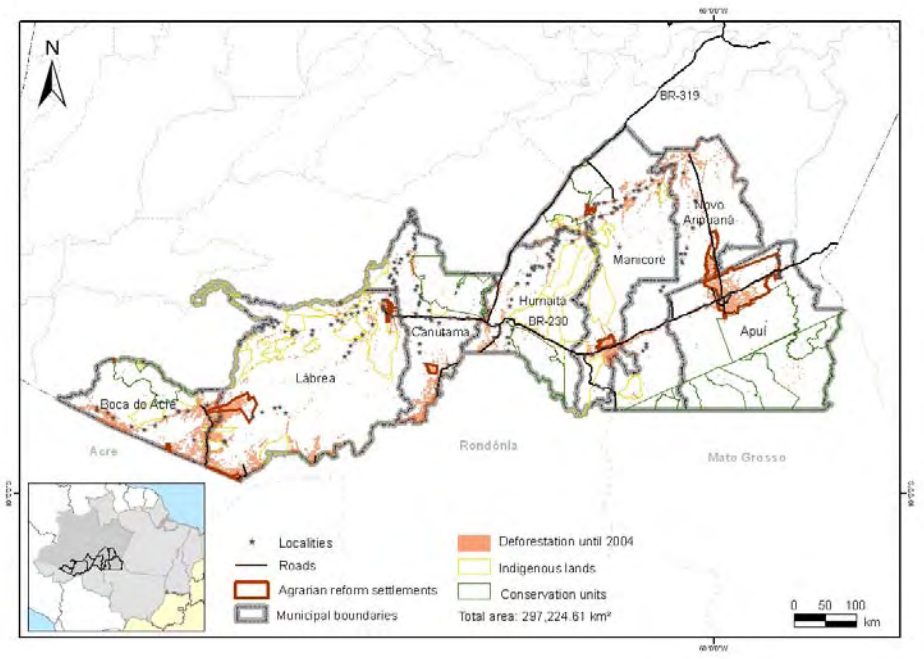
The following profiles of each consortium represent snapshots at the outset of ABCI's design phase, which will run through June 2007 when full-scale implementation begins. During this phase, other regional stakeholders—including new local partners and other donor agencies—will be encouraged to contribute to a definitive design for each consortium during the five-year implementation phase. Likewise, the consortia are likely to deepen their partnerships with other institutional partners, especially grassroots organizations. As a result, the following profiles will evolve in the coming months. Additional information on each consortium's partner institutions and key personnel is provided in Annexes 1 and 2, respectively.

2.1 CHALLENGING THE ADVANCE OF DEFORESTATION IN THE BRAZILIAN AMAZON

2.1.1 CONTEXT

The Brazilian state of Amazonas presents a set of important opportunities for conservation and strengthening of local resource management. The state has suffered less deforestation than neighboring states of Pará, Mato Grosso, Rondônia, and Acre and has greatly expanded its protected areas in recent years. Until recently, southern Amazonas—comprising 107,000 square miles within seven municipalities and a population of 170,000—exhibited little or no deforestation. Two new species of primates were recently discovered in the area, and there is further evidence of yet other species of both primates and birds new to science. The area also contains 13 different indigenous peoples distributed in 31 officially recognized indigenous territories, as well as several "isolated" native groups that are not yet in regular contact with outside forces.

Figure 2. Location of Targeted Municipalities in Southern Amazonas State, Brazil



Today, however, this area is becoming a major new settlement frontier with expropriation of public lands by private speculators, illegal logging, and burning, expulsion of traditional populations, and pressure on indigenous lands. In addition, a number of major infrastructure projects are planned by the Brazilian government, including resurfacing of the Port Velho–Manaus and Humaitá–Lábrea roads, and construction of the Urucu–Porto Velho gas pipeline and large-scale hydroelectric dams on the Madeira River, a major tributary to the Amazon River.

A key lesson learned in the past two decades in the Amazon Basin is that migrants in the initial phase of frontier expansion quickly cut down as much forest as possible to lay claim to the area as potential farmland or pasture. From the perspective of biodiversity conservation, the time to act in this region is *now* at the beginning of the frontier expansion cycle. The strengthening of local institutional networks can serve to slow this expansion and put in place on-the-ground sustainable management practices, which will allow for the continued presence of local people and the forest.

The Amazonas State Government, through its Environment and Sustainable Development Secretariat (SDS) has expressed support for the consortium program and its intention to collaborate with program activities. SDS has zoned four of the area's municipalities, which has resulted in recent creation of a mosaic of protected areas. The intention is to establish a "green barrier" of protected areas that can restrain uncontrolled occupation and large-scale environmental degradation.

Such initiatives are important, yet may lead to "paper parks," due to the strained capacity of local agencies and civil society institutions to deal with the enormous challenges that now confront them. Without empowerment of local stakeholders and their effective participation in planning and decision making, the integrity of forest resources and the livelihoods of local people remain at risk.

2.1.2 CONSORTIUM APPROACH

The intention of this program is to meet these challenges by strengthening environmental governance in southern Amazonas State, thereby empowering local stakeholders to deal with the socioenvironmental problems associated with the advance of the deforestation frontier.

The program's approach is to establish, expand, and consolidate socioenvironmental institutional fora or "spaces" for debate and networking, where the issues of management and use of natural resources and territories can be formulated, agreed on, and enforced. Within these spaces, stakeholders can negotiate their conflicting interests in an environment free from coercion and violence. Examples of such spaces are protected area and environmental councils, municipal committees and forums.

Since 2000, Instituto Internacional de Educação do Brasil (IEB), the lead consortium institution, has pioneered this approach in municipalities throughout Brazil. This approach is especially appropriate in southern Amazonas, where a preliminary diagnosis carried out by IEB provides a solid basis for proposing appropriate interventions. Potential participant groups have been identified, and initial contacts reveal stakeholders have a strong desire to participate in building local networks to assure a sustainable future for their landscape.

Indigenous people have a fundamental role to play in achieving forest conservation. Their territories occupy 12% of the focal area and are often more effective at preventing deforestation than other forms of protected areas. The program will increase the capacity of indigenous organizations to ensure the integrity of their territories and the sustainable management of their natural resources. Working with indigenous organizations presents specific intercultural challenges and Kanindé–Associação de Defesa Etno-Ambiental has extensive experience in this area.

The program's three activities are summarized below (see Table 2 for a synopsis of anticipated activities, results, and five-year vision):

1. Build local capacity. As part of this activity, the program will conduct participatory planning jointly with key local organizations to define appropriate strategies for the following:

- *Organizational development* of local institutions in such issues as administration, financial management, and project preparation, planning, monitoring, and evaluation
- *Interinstitutional development* through the planning and implementation of public spaces for the resolution of socioenvironmental issues and through training on such issues as gender and equity, conflict resolution, and communication networks

To magnify impacts, the approach will emphasize training of leaders, short- and medium-term training exchanges, and establishment of thematic working groups on strategic topics, such as roads, oil and gas, and the economic management of inhabited protected areas.

2. Monitor landscape trends. This activity is designed to provide local decision makers and the public with key information required to guide the conservation and development of southern Amazonas and so make better informed decisions. As part of this activity, the program will conduct annual monitoring of deforestation rates, forest fires, and opening of unofficial roads for illegal logging activities. To strengthen local capacity to monitor landscape change, the program will provide courses for leaders and technicians in the use of geographic information systems (GISs) and satellite images. The program will also analyze the social and economic impacts of large-scale infrastructure projects in southern Amazonas State, including the Urucu-Porto Velho gas pipeline, highway BR-319, hydroelectric dams on the Madeira River, and other ongoing projects in the Amazon Basin that affect southern Amazonas. The information generated under this activity will be disseminated online, in publications, and through local workshops.

3. Establish a framework for sustained learning. Under this activity, the program will distill lessons learned from exemplary experiences on the actions of local organizations in environmental and territorial

management, which will be disseminated in publications produced in both Portuguese and Spanish. It will also organize personnel exchange events among local organizations working in the Amazonian portions of Brazil, Peru, Bolivia, and Ecuador, building on relationships obtained through the ABCI.

During the design phase, consortia will identify appropriate organizations from outside their consortia that are interested in exchanging knowledge and personnel. Many of these organizations in Brazil are already well known to consortium partners. The program will make ample use of the communications networks to be developed as part of a key ABCI-wide service provided by the Secretariat. This activity will assure that local organizations in southern Amazonas can learn from other contexts that are geographically distant, but involve similar issues.

Table 2. Challenging the Advance of the Deforestation Frontier: Activities, Anticipated Results and Five-Year Vision

Five-Year Vision
• Improved regional environmental governance through training and capacity building of governmental and civil society organizations • Local organizations accessing up-to-date information on major landscape trends and capable of articulating environmental and socioeconomic concerns • Mitigate socio-environmental conflicts through mutually agreeable plans for landscape mosaics

Activities	Anticipated Results
1. Build local capacity • Develop an institutional capacity building program through participatory planning with farmer unions, municipalities, indigenous organizations, and state and federal institutions • Train stakeholders in environmental legislation, community forest management, project preparation/planning, and monitoring and evaluation • Build consensus with local decision makers and government representatives on environmental management and controls	• Institutional strengthening programs implemented in seven municipalities covering 107,000 square miles • Regional environmental governance and control enforced • Capacity of local organizations to communicate with relevant state and federal government agencies strengthened—with a specific focus for indigenous organizations
2. Monitor landscape trends • Assess social and economic impacts of large-scale infrastructure projects • Monitor rates of deforestation, forest fires, and illegal logging activities • Train leaders in use of GIS for monitoring landscape changes • Organize workshops and disseminate environmental management information to inform public opinion and decision making	• Land use trends monitored and dynamics of land occupation better understood (monthly bulletins and annual monitoring reports on land occupancy and use) • Monitoring information and socioeconomic analyses disseminated to stakeholders and used in the training of local leaders and technical staff • Monitoring information and socioeconomic analyses influencing decisions taken by different stakeholders
3. Establish a framework for sustained learning • Systematize exemplary lessons learned in local organizations' land management practices • Organize personnel exchanges with local organizations and other ABCI consortia • Develop publications that communicate lessons learned	• Personnel exchanges organized with local organizations in Brazil, Peru, Bolivia, and Ecuador • Technical exchanges with other ABCI consortia completed • Bilingual publications on lessons learned disseminated to local organizations, ACTO, and ABCI consortia

2.2 CONSERVING THE MADIDI-MANU LANDSCAPE OF BOLIVIA AND PERU

2.2.1 CONTEXT

This program will strengthen biodiversity conservation and sustainable resource management in the so-called Madidi-Manu landscape. This landscape encompasses six protected areas, indigenous territories, conservation concessions, and extractive concessions designed to protect the region's biodiversity and encourage sound

resource management. Anchored by the Madidi National Park in Bolivia and the Manu National Park in Peru, this 50 million acre area encompasses landscapes ranging from 500 feet to more than 19,500 feet in altitude. World records of species numbers for birds, mammals, and other groups recorded in Madidi and Manu National Parks attest to the area's globally important biodiversity.

Figure 3. The Madidi-Manu Landscape

Three major trends will shape the future of this landscape:

- **Rapid infrastructure development,** principally due to expanding hydrocarbon exploration and construction of the final stage of the Interoceanic Highway linking the Atlantic and Pacific Oceans through the Amazon, which poses growing threats to the area's biodiversity
- **Land management** by indigenous peoples, Brazil nut collectors, settlers, and forest concession holders in and around protected areas, which will define the sustainability and productivity of local economies as well as the conservation of biodiversity
- **Increasing local governance** due to empowerment of governments at different jurisdictional levels and key civil society groups, such as community associations, indigenous organizations, the private sector, and other key institutional stakeholders.

This combination of threats and opportunities for biodiversity conservation and sustainable resource use indicates the critical importance of building local capacity to implement sound forms of land management and assist in development decisions made at regional, national, and international levels.

2.2.2 CONSORTIUM APPROACH

ABCI's Madidi-Manu program is based on five interrelated activities designed to achieve collaborative conservation results that will extend beyond the life of ABCI. These activities build on and expand

accomplishments already achieved by the five consortium partners within their respective countries. As part of a binational approach, the program will develop linkages between governments and civil society organizations at different scales and jurisdictions in Peru and Bolivia. These linkages will enable stakeholders to define a shared vision of the Madidi-Manu landscape that protects critical biodiversity, improves land management, and generates sustainable economic opportunities.

To increase its policy impact, the Madidi-Manu consortium has included representatives from the environmental agencies of Peru and Bolivia (INRENA and SERNAP, respectively) on its Executive Committee. The consortium is also developing links with regional and local government agencies, key NGOs, and academic institutions operating in the area (e.g., Conservation International, Pronaturaleza, Universidad Cayetano Heredia, and Universidad Mayor de San Andrés), as well as grassroots organizations of settlers (e.g., Federación Sindical de Productores Agrícolas de Iturralde [FESPAI]) and indigenous people (Consejo Indígena del Pueblo Tacana [CIPTA]), both in Bolivia.

The program's five activities are summarized below (see Table 3 for a synopsis of anticipated activities, results, and five-year vision):

1. Assess and develop strategies to address the impacts of large-scale infrastructure development. The combination of the completion of the final length of the Interoceanic Highway and expanded oil and natural gas development will have profound impacts on the region, with the potential to erase many important and hard-won achievements on behalf of conservation and sustainable resource use. Currently, several consortium members help local people assess and address the impacts of large-scale infrastructure development. The program will continue and expand upon this participatory process, working with local actors, government authorities at different levels, and donors to ensure that infrastructure development will incorporate objectives that support biodiversity conservation and sustainable resource use.

2. Plan and manage conservation areas at diverse scales. Within the Madidi-Manu landscape's mosaic of protected areas, conservation concessions, and indigenous territories, the program will support land-use planning and management at various scales, ranging from specific communities to larger territories or jurisdictions. The consortium will work to accelerate legal titling of indigenous territories, replicate experiences in conservation concessions designated for harvesting of Brazil nuts and other NTFPs, support establishment and maintenance of municipal and regional reserves, and provide increased protection to indigenous peoples in voluntary isolation. It will also support indigenous peoples' organizations to develop internal regulation of access and resource use within their territories, including managing conflict and addressing inequalities facing women and marginalized groups.

3. Build local capacity for improved land management. Under this activity the program will build capacity of indigenous and other community-based organizations to improve management of their natural resource base. One strategic target is management of non-timber forest products (NTFP), based on the experiences of consortium member Amazon Conservation Association (ACA) in working to improve management of hundreds of small (2,500 acre) Brazil nut concessions for individual families through technical extension in forest management and reforestation. ACA has also pioneered the implementation of conservation concessions in Peru, strengthening biodiversity conservation and sustainable resource management across larger areas. Through dissemination and exchange of best management practices with other forest-dependent community groups, the consortium proposes to replicate this concession model across wider areas in the Madidi-Manu landscape. In addition, consortium members will work closely with indigenous peoples' organizations, building their capacity for zoning and surveillance of their territories through GIS support and conflict management and resolution. As a further example of anticipated work under this activity, the consortium will assist communities in developing government-approved management plans required to obtain reforestation concessions on private and community lands.

4. Strengthen the financial sustainability of community-based eco-enterprises. The program will build local capacity to undertake and manage a range of appropriate economic activities across the Madidi-Manu landscape. Consortium partners, such as Fundación Protección y Uso Sostenible del Medio Ambiente

(PUMA) in Bolivia, offer unique experiences in developing community-based enterprises and the required financial and credit systems to assure long-term sustainability. PUMA's *Escuela de Proyectos* trains selected community members in the multiple aspects of enterprise development in such sectors as sustainable timber, NTFPs, and community-based tourism, which show growing economic potential in the area. The most competitive initiatives will be included in a fundraising portfolio to pursue additional resources for development of business plans, improving market access and other strategic needs. Fundraising will target bilateral, multilateral, and private donors interested in supporting small- and medium-sized community-managed businesses. Enterprises developed through this process will gain the capacity to raise capital through banks and capital markets on their own, thereby providing a foundation for economic sustainability.

5. Build a shared landscape vision and improve environmental governance. The program will strengthen partnerships and alliances among key local institutions as a basis for improving their capacity to address and participate in critical decisions involving infrastructure development and its impacts on protected areas, indigenous territories, and conservation concessions in the Madidi-Manu landscape. As part of this effort, the program will assist public agencies at various levels in managing and sharing information on protected areas, processing concession applications, improving enforcement, and increasing transparency. In addition, the program will build an accessible information network that permits improved monitoring of protected areas, analysis of the trends and impacts of current infrastructure development, and modeling of alternative development scenarios. This information will enable local stakeholders to develop a shared vision of the Madidi-Manu landscape and make more informed decisions about its future.

Table 3. Madidi-Manu Landscape: Activities, Anticipated Results, and Five-Year Vision

Five-Year Vision

- Grassroots initiatives to conserve biodiversity and use resources sustainably are maintained
- Local governments and civil societies encouraged to engage actively in planning and implementation of conservation landscapes across the Madidi-Manu landscape
- Improved land-use management by community-based organizations and networks
- Improved opportunities for new eco-enterprises in diverse sectors

Activities	Anticipated Results
1. Assess and develop strategies to address the impacts of infrastructure development • Design and strategic environmental impact assessment and land management strategy • Help construct institutional alliances for conservation and sustainable use of renewable resources	• Develop an explicit model for conducting strategic environmental assessments • Design and implement a regional system to share information on infrastructure development and coordinate responses across jurisdictions • Design regional-wide initiatives to address the challenges of infrastructure development
2. Plan and manage conservation areas at diverse scales • Strengthen the capacity of government agencies to plan and manage diverse spatial units for conservation • Support titling and management of indigenous territorial claims • Support improved planning and management of protected areas, indigenous territories, municipal and regional reserves, and conservation concessions	• Secure land titles achieved for greater than 1,200,000 acres of indigenous territories adjacent to Madidi National Park • At least one municipal reserve established and effectively managed • At least one new conservation concession established
3. Build local capacity for improved land management • Strengthen the institutional capacity of indigenous organizations (e.g., to participate in titling and surveillance of their territories) • Build capacity of small-scale organizations to manage NTFPs • Support local communities in developing management plans for reforestation concessions	• Capacity of two indigenous organizations measurably improved • Capacity for management of NTFPs in six community organizations in Peru and Bolivia measurably enhanced
4. Strengthen the financial sustainability of community-based eco-enterprises • Build capacity of community-based eco-enterprises in financial and administrative management and in marketing • Develop long-term financing mechanisms	• Nineteen community-based eco-enterprises developed • Financing mechanisms leveraging support for these enterprises
5 Build a shared landscape vision and improve environmental governance • Support dialogue and linkages among key institutional stakeholders • Design and implement an interactive database, GIS, and information network for biodiversity conservation and large-scale infrastructure development • Conduct a legal assessment of agreements, laws, and norms pertaining to biodiversity conservation, sustainable resource use, and large-scale infrastructure development	• Local actors actively participating in establishing and maintaining conservation areas, and in monitoring threats posed by large-scale infrastructure • An information and knowledge network reinforcing local participation in major decisions about biodiversity conservation, sustainable resource use, and large-scale infrastructure development • Policy frameworks developed and presented to key decision makers in Bolivia and Peru

2.3 INDIGENOUS LANDSCAPES: STRENGTHENING INDIGENOUS ORGANIZATIONS IN THE AMAZON BASIN

2.3.1 CONTEXT

About two-thirds of the Amazon Basin's forests that remain more or less intact provide a critical reservoir for globally important biodiversity and environmental services, such as climate regulation. These lands, which appear as the largest green patch on earth when viewed from space, are inhabited primarily by indigenous and traditional peoples. ABCI recognizes that these peoples with their deep ties to the land and legacy of stewardship offer the single best hope for ensuring the conservation and sustainable development of the Amazon Basin (see Table 4).

Table 4. Indigenous Reserves in the Amazon Basin by Country

Country	Indigenous Reserves *(hectares)*	Proportion of Country's Total Amazonian Territory *(percent)*
Brazil	265,598,688	20.8
Peru	38,780,000	21.8
Ecuador	13,882,799	48.0
Bolivia	8,021,466	19.2

Source: The Nature Conservancy.
Note: Data are missing for Colombia and Venezuela.

Although many Amazonian countries have recognized that indigenous and traditional peoples control substantial areas of the region, control of minerals and hydrocarbons remains in the hands of the state or private companies, which has led in many areas to uncontrolled mining and destructive exploration and transport of petroleum and gas. A host of other threats—including roads, hydroelectric dams, overlapping jurisdictions, incursions by settlers and logging companies, and constant conflicts about land and natural resources—plague indigenous territories throughout the region.

The direct environmental threats to many indigenous lands are symptomatic of a deeper problem: lack of effective governance. Indigenous representative organizations typically play a marginal role in decisions regarding indigenous peoples and territories. These organizations face internal structural problems that limit their effectiveness in addressing environmental and natural resource management issues, especially at the reserve level. Only a minority of organizations have been able to develop significant technical capacity, and most still rely on *indigenista* allies in civil society to supply the technical support they require. Similarly, administrative and financial practices and procedures are often weak. Because they are chronically underfunded, Amazonian indigenous organizations tend to be unstable and hard pressed to achieve their programmatic objectives.

On the other hand, an increasing number of Amazonian indigenous organizations recognize that success in the struggle for land means little if these lands are not managed effectively. Across the Amazon Basin, especially in Brazil, a number of indigenous movements are undergoing the transition from struggling for land to managing their territories, which requires a different set of skills. This program seeks to respond to the desire among Amazonian indigenous organizations for support in enhancing their effectiveness.

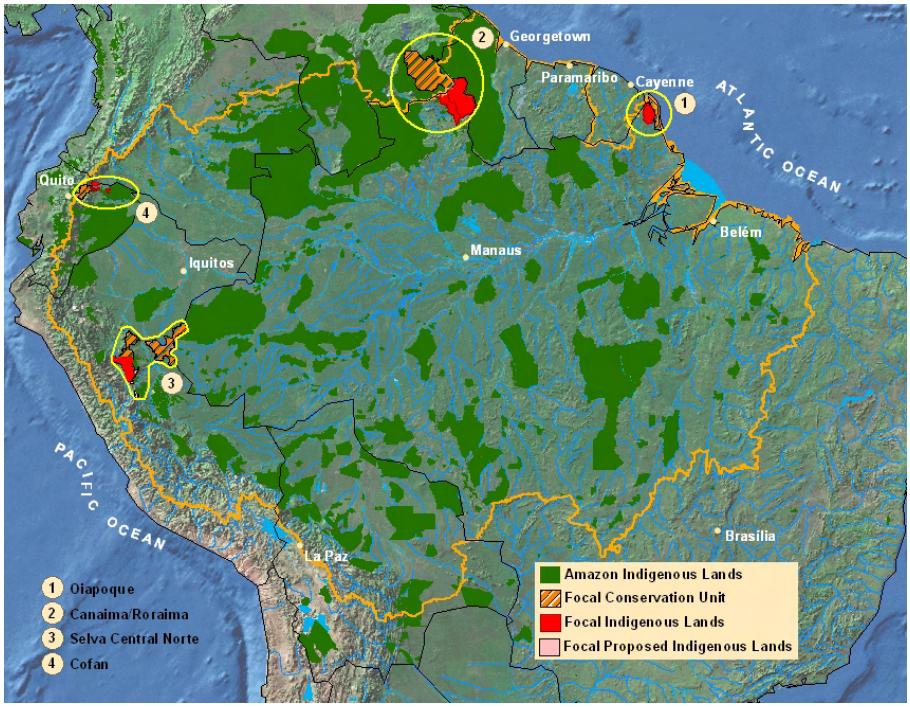
2.3.2 CONSORTIUM APPROACH

The consortium's indigenous landscapes program is designed to strengthen environmental management of indigenous lands. It will accomplish this primarily by building the capacity of indigenous and partner organizations to plan, manage, and protect these lands. Improved capacity will empower these organizations to participate in key policy decisions affecting indigenous territories, such as distribution rights to natural

resources. This approach is based on the premise that building capacity to influence such decisions is the best way to enable indigenous peoples to cope with the host of serious threats facing their lands and livelihoods.

Although providing training and institution strengthening is critical, it is not sufficient. The program, therefore, will actively work within a network of four landscape-level sites—two in Brazil and one each in Peru and Ecuador—to ground its work at the field level and produce measurable impacts locally (see Figure 4). The four landscapes present a variety of threats and challenges, which offer valuable opportunities for leveraging experiences and lessons learned to a much wider audience in indigenous lands across the Amazon.

Figure 4. Location of Targeted Indigenous Landscapes



In general, the consortium's strategy for institutional strengthening will focus on partners in the four target landscapes, together with indigenous federations and their affiliates. Given the density of the networks and the quality of the relationships required, the consortium will seek to strengthen at least 20 Amazonian indigenous federations significantly in the course of ABCI. Although a relatively small proportion of the total organizational universe, the federations will act as important multipliers within their member organizations. This strategy also recognizes that indigenous reserves and organizations are part of wider political, geographic, and institutional contexts, which requires building capacity of indigenous organizations to engage with multiple stakeholders—from private landholders to municipalities and state agencies—to manage the landscapes in which they live.

The program has synthesized these various actions into three major activities (see Table 5 for a synopsis of anticipated activities, results, and a five-year vision):

1. Strengthen the capacity of Amazonian indigenous organizations. In situ training and capacity building will focus on areas that these organizations have identified as strategically vital: (a) engaging effectively with both governments and private sector parties in policy discussions, (b) improving sustainability of livelihoods by restoring degraded lands, (c) enhancing governance, accountability, and transparency in institutional performance, and (d) improving capacity in conservation planning and environmental management.

2. Improve protection and environmental management in four target indigenous landscapes. These landscapes include Roraima/Canaima and Oiapoque in Brazil and Venezuela, Selva Central Norte in Peru, and Cofán in Ecuador. The five consortium partners have partnerships with local indigenous organizations in each of these landscapes. These landscapes were selected for their shared opportunities, favorable institutional contexts, and high demonstration potential.

3. Catalyze conservation and sustainable development coalitions with indigenous Amazonian orgnizations as core members. Under this activity, the indigenous landscapes program will catalyze new coalitions of strengthened native Amazonian organizations. The program specifically anticipates working with the other conservation consortia as well as the program Secretariat.

The partners in this consortium have taken a unique approach to governance, featuring an equitable distribution of decision making and resources throughout the consortium. A highly participatory process of program design will include the five core consortium members, three invited indigenous representatives from outside the consortium (one each from Brazil, Peru, and Ecuador), other ABCI consortia and Secretariat representatives, and USAID staff.

Table 5. Indigenous Landscapes: Activities, Anticipated Results, and Five-Year Vision

Five-Year Vision
• Greater impact of indigenous peoples on policymaking, sustainable development, and management of native lands in the Peruvian, Brazilian, and Ecuadorian Amazon, as a consequence of institutional strengthening of at least 20 strategically selected native Amazonian organizations • Improved protection and management of native lands in four landscapes covering approximately 27 million acres in Brazil, Peru, Ecuador, and Venezuela, measured by demonstrably stronger local indigenous organizations, formulation and implementation of reserve-level sustainable development and management plans, and clear impact of Amazonian indigenous organizations on landscape-level planning • Reinforcement of existing coalitions tackling conservation and sustainable development issues in indigenous landscapes beyond the four targeted, including other ABCI consortia, and recruitment of strengthened Amazonian indigenous organizations into new coalitions

Activities	Anticipated Results
1. Strengthen the capacity of Amazonian indigenous organizations • Improve environmental planning, protection, and monitoring on indigenous lands • Strengthen indigenous administrative, legal, and financial capacity	• Partner organizations with personnel capable of tracking and responding rapidly to threats to indigenous lands • Partners capable of developing and implementing comanagement plans • Indigenous reserve plans officially recognized with adequate funding for comanagement • Indigenous partner organizations able to pass annual audits and be classified as low risk according to USAID criteria for subrecipient awards
2. Improve protection and environmental management in four target indigenous landscapes • Improve communications and early warning systems • Monitor threats to and condition of indigenous landscapes • Strengthen surveillance of protected sections of mosaics by patrolling territorial boundaries and encouraging presence of governmental and civil society institutions	• • Partners and other organizations protecting and managing territory more effectively • Invasions deterred or detected more rapidly and responsible authorities mobilized • Better intelligence and forewarning of invasions and potential problems
3. Catalyze conservation and sustainable development coalitions with indigenous Amazonian organizations as core members • Establish strong collaborative partnerships with indigenous Amazonian organizations within and beyond target mosaics • Identify and build on opportunities for indigenous Amazonian organizations in new coalitions	• Qualitative improvement in the work of existing coalitions around native lands • New coalitions emerging in strategically important landscapes

2.4 ENVIRONMENTAL GOVERNANCE IN THE MAP REGION OF PERU, BRAZIL AND BOLIVIA

2.4.1 CONTEXT

Southwestern Amazonia is reaching a critical point in its history where large-scale infrastructure projects and rapid land-use changes will significantly modify the rich cultural and unique biological diversity of the trinational region. The proposed ABCI activities for the region of Madre de Dios (Peru), Acre (Brazil), and Pando (Bolivia) (MAP) will address priority threats of habitat conversion and degradation, inadequately

planned infrastructure development, and weak institutional and individual capacity for conservation and environmental management.

Figure 5. The MAP Region of Peru, Brazil and Bolivia

The consortium will strengthen environmental governance to help reduce the projected loss of biological diversity and environmental services and to serve as an example for international collaboration on transboundary issues in the Amazon Basin.

The MAP region exhibits a complex mosaic of land tenure and land management regimes, ranging from biological, indigenous, and extractive reserves to national parks, agro-extractive settlements, and private lands. Many of these elements resulted from innovative public policies designed to conserve forest resources, while allowing for sustainable development.

Rapid infrastructure changes have impacted the area. Road building in the Amazon is frequently linked with social conflicts, such as contested claims to natural resources, invasion of indigenous and biological reserves, rapid urban growth, and rising incidence of violent crime. The MAP region is a crucial link in the Interoceanic Highway, which connects Atlantic ports in southern Brazil to Pacific ports in Peru. Paving of the Interoceanic Highway component in Acre was completed in 2002, and the remaining lowland component is currently being paved in Madre de Dios. This activity is part of an $800 million investment that includes improved port facilities in Peru to permit exports from Brazil to Pacific Rim economies. A similar set of highways are planned to link the Cobija and Riberalta sections of Pando with La Paz in Bolivia; current dedicated road improvement investments total tens of millions of dollars. Also in the advanced planning stages is a set of major hydroelectric dams on the Madeira River and its tributaries (at an estimated cost of $10 billion) in Bolivia and Brazil that will directly affect Pando and Madre de Dios. Moreover, Chinese companies have begun exploration in Madre de Dios along the Bolivian and Brazilian borders.

In addition to the infrastructural changes, the process of democratization is expanding and giving the poor majorities of the three countries greater influence in public policies. As democratization will enable these majorities to gain increased access to natural resources, effective environmental governance will assure sound use of these resources and conservation of the region's exceptional biological diversity.

2.4.2 CONSORTIUM APPROACH

Three integrated activities will address ABCI goals (see Table 6 for a synopsis of anticipated activities, results, and five-year vision):

1. Develop collaborative management plans for transboundary watersheds. Consortium activities will (a) facilitate development of three trinational watershed management plans (Rio Acre, Rio Abuna, and Rio Tahuamanu), focusing on maintenance of riparian habitats to conserve ecosystem services, (b) hinder the spread of fire across landscapes, and (c) provide a collaborative landscape management model for transboundary watersheds facing similar threats. Components of this activity will include the following:

- Diagnosis of forest cover;
- Modeling for ecological maintenance and restoration;
- Evaluation of fire susceptibility;
- A collaborative governance plan for transboundary watershed management.

2. Promote participatory planning along the transboundary highway. The Consortium will advance participatory planning to mitigate impacts of highway construction. For example, despite incipient efforts and mitigation planning, Brazilian communities in Acre are experiencing negative consequences from the completed portion of the highway. In anticipation of the highway's progression towards Madre de Dios, proposed activities will establish a regional plan for sustainable development focusing on improved documentation of habitats and environmental values, stakeholder participation in planning, and consensus-based formation of a common agenda for road impact mitigation. Selected components of this activity include the following:

- Trinational habitat evaluation, economic modeling for development scenarios, and participatory workshops with stakeholders and governments on road impact mitigation projects; and
- Preparation of sustainable development plans, which will include collaborative governance agreements with communities, municipalities, and state/regional government.

These activities complement Activity 1, collaborative management of transboundary watersheds, because road river crossings exhibit particularly complex and intense environmental changes, including damage to riparian habitats and deforestation.

3. Expand environmental governance capacity. Consortium activities will invest in local educational initiatives, ranging from those targeting teachers in primary and secondary schools to advanced graduate education and capacity building for decision makers. Activities will improve environmental governance in the MAP region in the near term, while constituting the foundation for future expansions in capacity building, creating a broadly based public informed on environmental management and conservation. Building capacity for trinational participatory governance will focus on the following:

- Institutional capacity building for consortium universities;
- Symposiums exchanges and workshops;
- Establishment of a trinational virtual center to access short courses and information exchange via teleconferencing;

- Dissemination of publications; and
- Promotion of graduate education programs for interns and post-doctoral fellows and researchers to build capacity in environmental governance.

Table 6. Environmental Governance in the MAP Region: Activities, Anticipated Results, and Five-Year Vision

Five-Year Vision
• Greater regional capacity for transboundary collaboration • Public involvement and an upgraded network of organizations that monitors environmental and regional change • Wider public participation in environmental governance • Creation of a trinational sustainable development plan • Trinational center of environmental governance established that includes universities, government institutions, NGOs, and the private sector to promote information exchange, training at undergraduate and graduate levels, and transparency in transboundary infrastructure projects • A collaborative learning network promoting the role of two core human rights: the right to know and the right to participate • A critical mass of policy makers, researchers, and citizens prepared to evaluate ongoing applied research to meet the unpredictable challenges of integrating conservation and the intensified use of tropical resources in southwestern Amazonia

Activities	Anticipated Results
1. Develop collaborative management plans for transboundary watersheds • Assess critical and threatened landscapes in trinational watersheds • Assess forest cover, socioeconomic conditions, and fire susceptibility • Coordinate watershed management planning activities with WCS to ensure complementarity	• Prioritization of "critical threatened areas" for collaborative management of trinational watersheds • Management plans for the Rio Acre, Abunã, and Tahuamanu transboundary watersheds developed and implemented jointly by local governments and civil society organizations • Sustainable development plans adapted in critical threatened and priority frontier areas
2. Promote participatory planning along the transboundary highway • Conduct trinational habitat evaluations • Conduct participatory stakeholder workshops • Meet with government representatives on road impact • Develop scenarios for projected economic growth, including population, forestry, and agriculture sectors	• Plans adopted for sustainable development and conservation activities along transboundary highway corridor and threatened landscapes • Plan to mitigate adverse impacts of the Interoceanic Highway collaboratively designed and implemented by three regional governments
3. Expand environmental governance capacity • Build capacity of rural teachers, decision makers, and local leaders in the topics of global change and sustainable resource management • Arrange annual symposiums • Schedule university exchange programs • Conduct training course for decision makers • Establish a trinational virtual center	• An expanding regional constituency for conservation of natural resources due to the integration of environmental governance in the basic educational system • A formal learning network that institutionalizes the principles of adoptive management through community agreements, watershed governance planning, road impact mitigation planning, environmental education curriculum, and trinational university programs

2.5 SUSTAINABLE LIVELIHOODS IN THE WESTERN AMAZON

2.5.1 CONTEXT

Millions of small entrepreneurs are nibbling at the western edge of the Amazon, cutting, burning, and farming on the Andean slopes among the headwaters of the Amazon River and down into the great Amazon Basin itself. They have traditionally exported goods and received visitors from markets so far away that the

producers have had no idea what happens to the goods they send out with the traders that come around periodically to buy and barter; they have received only the faintest market signals. Most coffee growers in the region have never heard of a *latte*, whereas cocoa growers have tasted only rudimentary chocolate. Most lodge owners and river guides have never been to Europe or the United States, where most of their clients reside. Timber harvesters would never dream that the hardwood logs they toss into a cooking fire could be converted by European craftsmen into finely polished handicrafts worth more than a typical forest-dwelling family could earn in a year.

But all this is changing. Thanks to innovative partnerships between NGOs and progressive companies, the gap between international markets and entrepreneurs in the Amazon is closing fast. Foreign buyers are suddenly appearing direct from Switzerland and Seattle in remote coffee villages of Huila, Colombia, seeking special coffees and willing to pay far above the market price. International tourism companies are negotiating directly with tribal chiefs along the Amazon and its tributaries. Companies making everything from musical instruments to garden furniture are asking their buyers to bring them cuts from certain tree species that are prepared in specified ways.

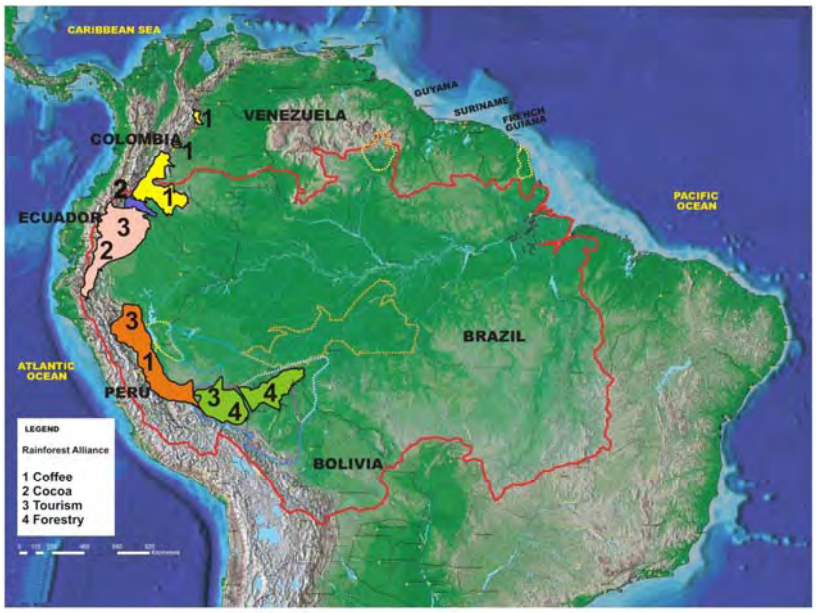
The distance between buyer and producer is diminishing: consumers wish to see the faces of the farmers who grow their morning coffee and chocolate marked with an "Amazonian Ecuador" stamp sells for a much higher price than other candy on the shelf. Tourists no longer depend on a sales pitch from a travel agent who has never been to South America; instead, they go online and "meet" their accommodation providers in Madre de Dios, Peru.

In addition to tracing the sources of the raw materials and semifinished or finished goods that comprise their products, corporate buyers and consumers want sustainability. They want to know that the wood in their supply chain or in their new flooring was harvested in a way that did not harm the rain forest, and that the espresso in their cup came from a farm where wildlife abounds and workers were treated with respect, that the boat on which they are about to sail has proper wastewater treatment. At the same time, local producers have an interest in sustainable production systems that can provide stable sources of livelihood and future security, thereby opening up new opportunities for improving health, education, and their overall quality of life.

2.5.2 CONSORTIUM APPROACH

The consortium will conserve biodiversity and natural resources in this region through the tools of sustainable markets and certification for timber and wood products, Brazil nuts, coffee, cocoa, and tourism. Working with organizations that serve hundreds of farmers, foresters, lodge owners, and community beneficiaries, the program will strengthen core technical, organizational and business skills via a new Sustainable Agriculture Support Alliance, foster the implementation of best management practices, provide access to certification, and expand linkages to national and international markets for sustainable products and services.

Figure 6. Location of Sustainable Livelihoods Program Targeted Areas



Focusing on three main land-use sectors—forestry, agriculture, and tourism—the consortium will address threats to sustainability, including habitat conversion or degradation from unsuitable agriculture and logging, unplanned or unsuitable infrastructure development related to tourism, conditions of instability and conflict that adversely affect natural resource management, and low institutional capacity to implement best management practices for certification, business development, and marketing. In Peru and Bolivia, the consortium will focus on growing opportunities for sustainable management of forest resources. In Peru and especially Ecuador, sustainable tourism presents major strategic opportunities to work with the private sector, local communities, NGOs, and relevant government agencies. Promotion of biodiversity-friendly shade-grown coffee, which commands premium market prices, will be a focus in Colombia and Peru, while certification of cocoa farms in Ecuador and potentially Colombia will be an important tool for economic and ecological sustainability.

The consortium's principal objectives include the following:

- Conserve biodiversity through implementation of environmental and social standards on farms and in forests and tourism operations
- Reduce poverty by increasing the sales volume and revenue of certified sustainable timber, agriculture, and tourism products
- Link sustainable forest, tourism, and farm management practices with consistent, efficient production of quality products
- Foster linkages among sustainable forestry, agriculture, and tourism activities to diversify income sources for rural communities, thereby reducing poverty and providing incentives for continued conservation in the region.

See Table 7 for a synopsis of anticipated activities, results, and five-year vision of the Sustainable Livelihoods Consortium.

Table 7. Sustainable Livelihoods Activities, Anticipated Results, and Five-Year Vision

Five-Year Vision

- Biodiversity conserved through implementation of environmental and social standards on farms and forests and in tourism operations
- Poverty reduced through increased sales volume and revenue from certified sustainable timber, agriculture, and tourism products and services
- Sustainable forest, tourism, and farm operations in the Western Amazon providing consistent and efficient production of quality products and services
- Incentives for conservation provided through diversified, biodiversity-based income sources for rural communities

Activities	Anticipated Results
1. Forestry	
• Promote and implement sustainable forest management activities that lead to forest certification, including gap analysis, audits, and a phased approach to certification • Provide training and technical assistance in market access, value-added product development, production efficiencies, and business skills • Link wood and NTFP producers with green products markets in the United States, Europe, and Japan	• Certification of 494,000 acres of forest, 247,000 acres in progress, and 790,000 acres with sustainable models for participatory Brazil nut collecting and marketing • Thirty local forest assessors trained to audit forest operations • Five forest management operations certified, ten communities adding value and marketing NTFPs
2. Agriculture	
• Provide technical assistance to farmers to attain certification, including group certification for smallholders • Offer chain-of-custody certification for mills, agribusinesses, and exporters • Establish a sustainable farmer support alliance to provide tools, training, and manuals through farmer field schools. • Strengthen and develop commercial alliances among members of the coffee and cocoa value chains	• Certification of 10,000 ha of biodiversity-friendly coffee and 2,500 ha of cocoa • Two thousand small coffee producers and 600 small cocoa producers directly benefiting from the project • Fourteen million pounds of certified coffee and five million pounds of certified cocoa sold
3. Tourism	
• Train community tourism operators in best management practices, marketing, and business skills • Provide technical assistance to pilot operations, including diagnostic assessment of sustainability and technical assistance for certification • Facilitate financing or credit through access to investors, lines of credit, and green tourism loans • Strengthen market links between Amazon-based tourism actors and inbound and outbound tour operators • Create an Amazon sustainable tourism route • Promote agrotourism on coffee an cocoa farms and certified product sourcing in tourism operations	• Information for 2,000 stakeholders on best practices and training for 500 tourism stakeholders in best practices, certification, marketing, and monitoring of biodiversity impacts • Diagnostic services for 100 tourism operators to ensure sustainability of tourism operations • Third-party certification program for 25 tourism operators

3. THE ABCI SECRETARIAT

3.1 CONTEXT

ABCI's conservation consortia will operate at diverse scales and locales on a wide range of issues, bringing together institutions with variable responsibilities and capacities. By mobilizing multiple institutional partners, each consortium will magnify effectiveness and build long-term institutional capacity to meet new and growing challenges in the future.

ABCI INVESTMENTS AND IMPACTS

The primary mission of the ABCI Secretariat is to forge linkages among the five conservation consortia, transforming independent consortia activities into a whole that exceeds the sum of its parts. This mission is a major organizational and implementation challenge, because of the varied composition, activities, and geographic focus of the five consortia, as well as the varied institutional capacity of their members; yet, the five consortia have commonalities that will facilitate the construction of linkages among them. All of the consortia focus on building capacity and strengthening environmental governance, and all have an on-the-ground presence in the Southwestern Amazon Basin. In addition, some institutions (e.g., WCS and TNC; and University of Florida and the Instituto Internacional de Educação do Brasil) in different consortia have long-standing ties and collaborative relations that precede ABCI, while many others have similar missions. These commonalities and others offer opportunities to strengthen existing linkages and forge new ones across ABCI's consortia. These linkages, in turn, will enable ABCI as a whole to magnify its resources and impacts, providing a basis for institutional and financial sustainability.

3.2 APPROACH

To meet these challenges and leverage these opportunities, the ABCI Secretariat assembled a small team of regional and US organizations (see Annex 1). The International Resources Group (IRG) team began with ABCI's five-year vision of strong, effective regional networks participating in initiatives to mitigate emerging threats to the Amazon Basin and building cross-regional constituencies for conservation. This vision guided the development of an integrated response across four activities, as illustrated in Table 8 below. Details will be developed in close consultation with USAID, the conservation consortia, and eventually other regional stakeholders during ABCI's nine-month design phase and the project will be managed adaptively throughout the subsequent implementation phase.

Three key operating principles of the ABCI Secretariat are summarized below:

1. **Work closely with the Amazon Cooperative Treaty Organization.** This organization plays a very unique role in the Amazon and ABCI hopes to support ACTO's pan-Amazonian agenda for conservation and development. ABCI and ACTO are committed to collaborating and providing mutual support at the regional level for their respective programs. Secretariat staff already have longstanding professional relationships with various ACTO staff—an important base for building a solid partnership. ACTO's technical and political guidance will be important in working with ABCI partner consortia, on the small grants selection program, and on cosponsored workshops and conferences. The Secretariat will also seek and support ABCI participation in ACTO-sponsored meetings and other events and liaise closely with ACTO through the Brasília office at IEB.
2. **Build linkages to other regional networks.** Beyond consortia participation in ABCI, the Secretariat will reach out to other regional networks that bring together indigenous peoples, research centers, businesses, markets, and other key groups. This will be done by exchange visits, participation in each others' meetings, and establishment of an effective communications network. Small grants from ABCI may eventually be targeted to other regional networks for needs such as building capacity of indigenous

peoples, strengthening communications, or developing public-private partnerships. By reaching these broader regional networks, ABCI seeks to accelerate the emergence of regional constituencies for conservation.

3. **Adaptive management.** Recognizing the complexity of the region and the multitude of stakeholders involved in ABCI, the ABCI Secretariat has designed a flexible management approach that incorporates results monitoring and evaluation to adjust implementation or identify changing challenges and opportunities that require new or adapted solutions.

The ABCI Secretariat will implement four sets of activities, summarized below:

1. Implement the ABCI Secretariat. An ABCI-wide Secretariat will ensure that ABCI's programs are mutually reinforcing. With offices in Brasília, Lima, and Washington, DC, the Secretariat will organize regular participant meetings and support capacity building, communication, and dissemination of lessons learned. The Secretariat will also build linkages to other regional stakeholders through initiatives such as strengthening public-private partnerships. In addition, the Secretariat will assure ABCI-wide synergy and cohesion by working with consortia to prepare comprehensive workplans and progress reports.

2. Build regionwide capacity for conservation. Based on close consultation with the conservation consortia, the Secretariat will design a strategy for training and capacity building. Because virtually all consortia are engaged in similar activities with their partners, the Secretariat's strategy will focus on addressing common institutional needs within the consortia, strengthening interinstitutional linkages, and addressing key emerging issues that are relevant to ABCI as a whole. Although training and capacity building will be focused primarily on the ABCI conservation consortia, the Secretariat will seek opportunities for reaching other regional networks and constituencies through mechanisms such as small grants.

3. Strengthen communication networks and build conservation knowledge and awareness. Under this activity, the Secretariat will design a strategy for developing a simple, low-cost, and relevant system for communication and knowledge management. One function of this system will be to encourage communication within ABCI, as well as broader communication between ABCI and other regional networks. The system will also provide fora for cross-regional dialogues on key issues, such as conservation development policies in the Amazon region. In addition, through effective knowledge management, conservation lessons and success stories from ABCI will be assessed and disseminated to diverse target audiences.

4. Support the development and management of public-private partnerships for conservation. Under this activity, the Secretariat will develop an information base on experiences in public-private partnerships (PPPs), based largely on consultation with ABCI partners and other regional networks. The Secretariat will also build capacity of ABCI consortia to develop and manage PPPs and will support the actual development and management of a limited number of PPPs.

See Table 8 for a synopsis of anticipated activities, results, and a five-year vision of the ABCI Secretariat.

Table 8. ABCI Secretariat Activities, Anticipated Results, and Five-Year Vision

Five-Year Vision

- ABCI is an integrated, regionwide initiative, adding measurable value to consortia partner institutions
- Networks of regional institutions measurably more effective in addressing major conservation threats and opportunities across the Amazon region due to the following:
- Strengthened institutional capacity
- Improved communication with other institutions and sharing of information and knowledge
- Functional partnerships developed with key private sector players

Activities	Anticipated Results
1. Implement the ABCI Secretariat • Develop ABCI-wide work plans • Convene stakeholders for ABCI-wide planning and events • Design an ABCI-wide results monitoring and evaluation system • Report on ABCI performance	• ABCI Secretariat functioning • ABCI-wide planning, networking, learning, and contact development with key regional players • Adaptive management of ABCI through improved planning, monitoring, evaluation, and reporting
2. Build regionwide capacity for conservation • Design a training and capacity-building strategy • Provide training and technical support to ABCI consortia • Promote capacity-building opportunities between ABCI and other programs	• Strengthened institutional capacity of at least 30 Amazon Basin conservation organizations • Three capacity-building events sponsored per year jointly with NGO consortia on issues relevant across ABCI • Regular capacity-building events between ABCI and other regional programs, stimulated as appropriate through small grants
3. Strengthen communication networks and build conservation knowledge and awareness • Design and implement an outreach and communications strategy • Promote policy dialogues, networking, and exchanges • Promote communication between ABCI and other conservation initiatives within and beyond the Amazon region • Assess and disseminate lessons learned from ABCI and other conservation programs	• A functioning ABCI website enhances communication within ABCI and broader dissemination and dialogue between ABCI and diverse target audiences • At least six regional networks established or strengthened to build public constituencies for conservation, stimulated as appropriate through small grants • Ongoing policy dialogues, networking, and exchanges stimulating analysis and formulation of improved conservation policies and practices • Conservation lessons assessed and shared through effective knowledge management
4. Support development and management of public-private partnerships (PPPs) for conservation • Build capacity of ABCI consortia to develop and manage PPPs • Support development and management of PPPs	• Provide information, and capacity building, technical assistance, and as appropriate, small grants to stimulate establishment and strengthening of PPPs • At least three PPPs developed

4. CONCLUSIONS AND NEXT STEPS

In response to increasingly large-scale environmental threats throughout the Amazon Basin, ABCI's transformative vision is to *build effective, multiple-country constituencies for conservation.* It will achieve this vision by establishing and strengthening institutional networks in the form of five conservation consortia that operate at increasingly larger scales. ABCI will build linkages among each consortium's institutional partners, between the five consortia, and with other regional partners and national governments. The program's strong focus on building institutional capacity, strengthening environmental governance, and building networks of communication and learning will generate lasting conservation dividends. Finally, an ABCI Secretariat will provide program-wide coordination and add value by organizing regular participant meetings and supporting capacity building, communications, public-private partnerships and dissemination of lessons learned.

An innovative feature of ABCI is its highly adaptive design-and-implement approach. During the first nine months (October 2006-June 2007), the five conservation consortia, the ABCI Secretariat, and USAID are developing detailed workplans that will guide program implementation over the remainder of the initial five-year period. As part of the design process, each consortium is meeting at various times and locales throughout the Amazon region. In addition to representatives from the ABCI Secretariat and USAID, members of other consortia are participating in these meetings, thereby enhancing program connectivity. USAID and the ABCI Secretariat are organizing participants' meetings on February 5-9, 2007 in Urubamba, Peru to further planning at institutional, consortia, and ABCI-wide levels. In addition to formal meetings, diverse communication networks are springing up to accelerate program planning.

ABCI's official launch is anticipated to take place in mid- 2007, at a meeting within the Amazon region that will convene the program participants, other regional partners and national governments.

ANNEX 1: PARTNER INSTITUTIONS BY CONSORTIUM

The following list is a snapshot of the *original core partners* of the ABCI conservation consortia and ABCI Secretariat at the outset of the design phase. During the nine-month-long design phase, this list may undergo minor adjustments, but is expected to remain fundamentally the same. During this phase, however, each consortium is likely to expand linkages with new *resource partners,* especially at the grassroots level. Such resource partners will be called on to play specific roles within the consortium and may assume growing importance as implementers. Some of the consortia have already identified such resource partners, which include indigenous organizations, producer associations, and NGOs that provide support for grassroots organizations or specialized skills in technical areas.

CHALLENGING THE ADVANCE OF DEFORESTATION IN THE BRAZILIAN AMAZON

Instituto Internacional de Educação do Brasil (International Institute of Education of Brazil—IEB), the program lead, is Brazil's most prominent NGO in environmental training and capacity building. With a small core staff, IEB has implemented a wide range of courses and other training activities by drawing on a network of experts in diverse fields related to conservation and development. IEB has the technical, consortium management, and administrative expertise needed to lead the southern Amazonas program. The program will be implemented based on IEB's five years of experience strengthening local institutional capacity to address socioenvironmental issues at various localities in the Amazon. The Institutional and Sustainable Development Support Program (PADIS) works in a flexible and adaptive manner to respond to the varied needs of the diverse social actors of the region. In addition to its lead role in this program, IEB is a core partner of the Indigenous Landscapes Program and the ABCI Secretariat (see sections 2.3 and 3 respectively).

Instituto do Homem e Meio Ambiente na Amazônia (Amazon Institute of People and the Environment—IMAZON) in Brazil is an environmental think tank dedicated to research, training, capacity building, dissemination of information, and policy formulation. It is the leading institution for research on natural resource uses and alternatives in the Brazilian Amazon. Since its founding in 1990, IMAZON has published 19 books, 18 booklets, and more than 180 technical articles, nearly half of which have appeared in peer-reviewed international scientific journals or as book chapters. Much of its research focuses on forestry, although it has also produced state-of-the-art analyses of agriculture, ranching, harvesting of NTFPs, and land-use planning at scales ranging from specific municipalities to the entire Brazilian Amazon. IMAZON recently developed and tested new approaches to monitoring forestry operations and commerce through practical remote sensing technologies, which if adopted could greatly strengthen enforcement in this sector. Respected nationally and internationally for its scientific credibility, IMAZON is playing a prominent role in expanding the system of public forests in the Brazilian Amazon and formulating practical strategies to strengthen enforcement of policies governing the forest sector.

Kanindé–Associação de Defesa Etno-Ambiental (Association of Ethno-Environmental Defense) in Brazil is dedicated to strengthening protected areas and defending the rights and resources of indigenous peoples in the Amazon region. Since its founding in 1992, most of Kanindé's work has focused on Rondônia and southern Amazonas, where it has assisted in monitoring the six indigenous lands, conducted environmental impact surveys and management plans in protected areas and surrounding buffer zones, and provided environmental education. Kanindé is a conservation consortium with a critical local presence that will be essential for planning, implementation, and continuity of program activities.

Conservation Strategy Fund (CSF) in the United States is a unique global organization that helps people to use economics to protect ecosystems and promote sustainable development. Established in 1998, CSF provides focused, intensive courses and field training to people in the environmental nonprofit sector and government. Additionally, it provides NGOs and governments with high-quality economic and policy analyses of conservation and development issues. CSF has trained more than 500 people from nearly 50 countries, including Colombia, Bolivia, Costa Rica, Mexico, and Brazil. CSF has also been a leader in applying environmental economics to the issue of major infrastructure development. CSF uses industry-standard analytical methods to illustrate the economic trade-offs between large-scale development and conservation values. The work has contributed to modifying projects, creation of protected areas, and consideration of environmentally superior alternatives. Several of these projects are located in the Amazon Basin, for example, BR-163 federal highway (Brazil), roads in the Madidi National Park (Bolivia), the Belo Monte Hydroelectric Complex (Brazil), dams on the Madeira River (Brazil and Bolivia), and a system for ranking and monitoring protected area investments (Brazil).

CONSERVING THE MADIDI-MANU LANDSCAPE OF BOLIVIA AND PERU

The Madidi-Manu program will be run by a consortium comprised of five core partner organizations, each with long-term commitments and presence in the Madidi-Manu landscape in both Peru and Bolivia, as follows:

Wildlife Conservation Society (WCS), the consortium lead, initiated scientific research in South America in 1916. Today, WCS works in seven large landscape conservation sites in the Amazonian portions of five countries and supports cutting-edge research on wildlife population and ecology. To promote landscape site conservation, WCS strongly focuses on building institutional partnerships and local capacity in and around each site, and has done groundbreaking work in support of indigenous organizations to identify and address issues raised by large-scale infrastructure development. In addition to overall Madidi-Manu program management, WCS will take the lead in managing program activities in Bolivia, where it has been active since 1999.

Asociación para Conservación de la Amazonia (Amazon Conservation Association—ACA) founded in 2000, established the world's first conservation concession, a 146,000-hectare area, in which its Los Amigos research station is among the most active in the western Amazon. ACA is now in the process of establishing a 76,000-hectare conservation concession in a cloud forest area, providing connectivity between the high-altitude portions of Manu National Park and the Amarakaeri Communal Reserve. ACA will take the lead in managing program activities in Peru for the consortium.

Fundación Protección y Uso Sostenible del Medio Ambiente (Foundation for Protection and Sustainable Use of the Environment—PUMA) manages public and private funds in support of sustainable rural development and environmental conservation in Bolivia. Fundación PUMA will take the lead in providing technical and administrative support to grassroots organizations in Bolivia and in funding strategic activities implemented by these organizations.

Fondo de las Américas del Perú (Fund of the Americas of Peru—FONDAM) was established in 1997 to manage a debt swap between the United States and Peru. It has administered more than $25 million in support of initiatives involving ecobusiness, reforestation, sustainable tourism, and carbon sequestration. Similar to Fundación PUMA in Bolivia, FONDAM will take the lead in supporting grassroots organizations in Peru.

Sociedad Peruana de Derecho Ambiental (Peruvian Society for Environmental Law—SPDA) is a leading regional center of excellence in environmental law. It has played a critical role in shaping forestry and protected area policies in Peru and is actively engaged in capacity building of public officials, the private sector, and civil society in Peru and other South American countries. SPDA will take the lead in addressing the legal and policy context in which program actions occur, in particular, planned infrastructural development within the Madidi-Manu landscape. SPDA will also develop financial tools, including a trust

fund, to sustain the community-based enterprises supported by the program. In addition, SPDA is a key member of the ABCI Secretariat and will house the Secretariat office in Lima.

INDIGENOUS LANDSCAPES: STRENGTHENING INDIGENOUS ORGANIZATIONS IN THE AMAZON BASIN

The Nature Conservancy, the consortium's lead, established a conservation program for the entire Amazon region in 2003 that is focused on conservation in indigenous territories and operates across national boundaries. To date, the program has strengthened indigenous organizations primarily in the Brazilian Amazon, notably COIAB, through capacity building in administration and finance, collaboration on national-level proposals to leverage large-scale funding for conservation in indigenous lands, and recent inauguration of a training center in Manaus. Beyond the Brazilian Amazon, the program has formed important strategic alliances in Venezuela, Peru, and Ecuador. In Peru it has worked together with Instituto del Bien Común on a complex, politically challenging consortium focusing on indigenous and *ribereño* lands in the Sierra del Divisor, which resulted in the declaration of the Zona Reservada Sierra del Divisor in April 2006.

Instituto del Bien Común (Institute for the Common Good—Peru) is dedicated to strengthening the legal recognition and sound management of indigenous territories in the Peruvian Amazon. IPC provides a wide range of indigenous partner institutions with capacity building on legal issues, landscape planning, and sustainable livelihoods. With headquarters in Lima, IBC runs three regional offices in the Peruvian Amazon (in Oxapampa, Pucallpa, and Iquitos), each of which works closely with local indigenous peoples' associations, regional federations, and the regional confederation. IBC maintains the most comprehensive database of native lands in the Peruvian Amazon, known as *Sistema de Información de Comunidades Nativas* (SICNA), based on advanced facilities for mapping, monitoring, and remote sensing.

Fundacion Sobrevivencia Cofán (Foundation for the Survival of the Cofán—Ecuador), founded in the late 1990s, works with a highly threatened ethnic group, the Cofán, who occupy an area of exceptional biodiversity in northeastern Ecuador. FSC provides the Cofán with legal support to protect their territories, develop environmentally sound income alternatives, education programs, and biodiversity research and conservation activities. FSC has a long-established partnership with FEINCE, a political and representative organization of the Cofán. FSC's close relationship with FEINCE permits generation of "made-to-measure" products, for instance, materials translated into the Cofán language that use field examples suited to the Cofán context. The tools, resources, and relationships that FSC develops through its participation in the consortium will improve its capacity to support FEINCE. At the same time, FSC's membership in the consortium will enable FEINCE to access a much broader network of indigenous organizations dealing with challenges in Peru, Brazil, and Ecuador.

Coordenação das Organizações Indígenas da Amazônia Brasileira (Coordination of the Indigenous Organizations of the Brazilian Amazon—Brazil) is the largest indigenous organization in Brazil; 75 member organizations represent hundreds of indigenous reserves in all nine states of the Brazilian Amazon. These organizations include local associations, regional federations, and organizations of indigenous women, indigenous teachers, and indigenous students. They together account for approximately 60 percent of the indigenous population of Brazil. COIAB provides services in education, health care, land rights, women's rights and participation, economic livelihoods, and environmental planning and management. In the course of ABCI, COIAB will strengthen its capacity to provide these services. At the same time, COIAB's close connections to indigenous communities will play a critical role in guiding program design, implementation, dissemination, and monitoring.

Instituto Internacional de Educação do Brasil (International Institute of Education of Brazil—IEB) is Brazil's most prominent NGO in environmental training and capacity building. IEB's mission is to build capacity and train all sectors of society for sustainable development and biodiversity conservation. IEB provides scientific and academic support, training, and exchange of professionals, technicians, community leaders, researchers, and students working in the environment sector. IEB uses rigorous systems of monitoring and evaluation to reflect constantly on and improve its management, implementation, and

methodological processes. This dedication to and experience in monitoring and evaluation of training and social development process, which are difficult to attribute and measure, will be valuable to the consortium, as well as for the broader ABCI-wide emphasis on measuring and sharing results. IEB also leads the ABCI-supported consortiuim, Challenging Deforestation in the Brazilian Amazon (section 2.1) and is a core member of the overall ABCI Secretariat (Section 3).

In addition to these five core members, the Indigenous Landscapes Consortium has already established resource partnerships with the various regional grassroots indigenous organizations.

ENVIRONMENTAL GOVERNANCE IN THE MAP REGION OF PERU, BRAZIL AND BOLIVIA

The University of Florida (UF) has amassed the largest number of Amazonian scholars of any US institution of higher learning. UF's renowned Tropical Conservation and Development (TCD) Program has supported regional research and education programs that have trained hundreds of graduate students from Amazon Basin countries and the United States. Since the early 1990s, UF has played a key role in development of The Group of Research and Extension in Agroforestry Systems of Acre (PESACRE), an NGO consisting of a network of local research institutions dedicated to investigating sustainable resource use alternatives in the Brazilian state of Acre. UF has also maintained long-term agreements for training and collaborative research with diverse regional institutions, such as the Federal University of Acre (UFAC) and IMAZON. UF's Working Forest in the Tropics Program conducts forestry research, graduate-level training, and periodic conferences that convene key actors from throughout the Amazon Basin and other tropical regions.

Woods Hole Research Center (WHRC) is a world leader in addressing issues of environment through research, education, and public policy. WHRC's mission is to protect the global environment through a combination of scientific research, education, and application of science to domestic and international environmental policy. Since the late 1980s, its Amazonian research program has generated cutting-edge results on regional land-use impacts and trends. For example, WHRC's models of forest fires and deforestation under alternative development scenarios helped guide development of more effective enforcement policies by Brazil's Ministry of Environment. WHRC has played a critical role in the development of the Institute for Environmental Research in Amazonia (see below), and the two institutions collaborate actively on research and capacity building.

Instituto de Pesquisa Ambiental da Amazônia (Institute for Environmental Research in Amazonia—IPAM) is a Brazilian NGO that unites scientists and educators who share a common commitment to contribute to Amazonian development and economic growth, which are compatible with maintenance of ecosystem integrity and functioning. IPAM analyzes the ecological, economic, and social consequences of development in Amazonia through scientific and technological research; develop and promote in partnership with other institutions environmental and socioeconomically sustainable alternatives for Amazonian development; foster training opportunities for scientists, educators, and extension agents, promote a comprehensive vision of environmental issues and sustainable land use systems; and strengthens society's ability to implement sustainable development alternatives.

SOS Amazônia is an NGO with offices in Acre, Brazil, that has embraced environmental education as a core focus, pioneering projects to encourage recycling of solid wastes in collaboration with public schools. SOS Amazonia has developed partnerships with government and NGOs in developing management plans for Serra do Divisor National Park and for the Rio Acre Ecological Station. SOS Amazônia currently has a team of 15 permanent members and two undergraduate interns.

Herencia is an NGO that promotes sustainable development for communities and local organizations in the Bolivian Amazon through participatory planning, social and stakeholder articulation, natural resources, and environmental management. Its main office is located in the city of Cobija, Pando, and is supported by a multidisciplinary technical team with practical regional experience.

Universidade Federal do Acre (Federal University of Acre—UFAC) is a leading institution of higher learning in Western Amazonia, with more than 1,000 students matriculated and taught by 300 professors, of which approximately 60 have PhDs. UFAC offers six master's degree programs, including social sciences, education, ecology and management of natural resources, and geosciences and the environment. UFAC's Parque Zoobotanico is a regional center of excellence on biological research, with long-standing cooperation with UF.

Universidad Amazonica de Pando (Amazonian University of Pando—UAP) is located in Cobija, Bolivia, and plays a central role in contributing to the socioeconomic development of the Pando through sustainable use and management of regional natural resources. Training local professionals, executing regionally based research, and interacting with local society help contribute to sustainable development. With more than 1,000 students, UAP undergraduate programs include biology, forestry, fisheries, social work, economics, business administration, law, and pedagogy.

Universidad Nacional Amazonica de Madre de Dios (Nacional Amazonian University of Madre de Diós—UNAMAD) is located in Puerto Maldonado, Peru, where 240 students matriculate each year majoring in forestry and the environment, agroindustry, ecotourism, or education—all fields considered critical to regional and national development. UNAMAD also has a growing research institute called El Instituto de Investigación de Recursos Naturales y Medio Ambiente (INREMA), which focuses on natural resources and the environment, and has adopted a research approach that is based in science, both applied and participatory.

Instituto Nacional de Desarrollo – Projecto Especial de Madre de Dios (National Institute of Development—INADE) is a Peruvian government agency and promotes, through its **Special Project of the Madre de Dios** (PEMD), integrated development of the Madre de Dios border region, strengthening border processes and facilitating the implementation of bilateral agreements with Brazil and Bolivia.

SUSTAINABLE LIVELIHOODS IN THE WESTERN AMAZON

Rainforest Alliance (RA) pioneered a worldwide certification movement that encourages producers to harvest products or engage in tourism activities in ecologically sustainable and socially beneficial ways. RA has certified more than 98 million acres of forestland in 58 countries, more than 1,500 forestry companies, and more than 47,500 farms and has improved the lives of more than 300,000 farmers, workers, and their dependents. The organization has also trained more than 1,300 tourism entrepreneurs in best practices, leading to third-party certification for 30 tourism operations in the past year alone. RA works with some of the world's largest corporations, including Kraft Foods, Procter and Gamble, Chiquita, IKEA, and Gibson, to integrate environmentally sustainable practices and support small farmers and forest operations worldwide.

Fundación Natura (Nature Foundation—FN) combines both scientific research and local social and cultural knowledge in the design and implementation of conservation projects in Colombia with a high premium on participation by stakeholders such as indigenous populations and farmer communities. FN has been active in the search for alternatives to habitat destruction in Amazonia since 1984, beginning with efforts to support the consolidation of the Caparú Biological Reserve. It participated in USAID's Parks in Peril Program, which supported activities in two national parks located in the Colombian Amazon. In strengthening these and other protected areas, FN focuses on improving basic park infrastructure, training park staff, surveying biodiversity, training, and dissemination directed to communities living within parks, environmental monitoring, and developing long-term financing mechanisms.

Conservación y Desarrollo (Conservation and Development—C y D)**,** founded in 1992, focuses on ecotourism, agriculture, and community-based projects in high biodiversity areas of Ecuador. It collaborates with several international organizations and is working with the Government of Ecuador to develop a national policy for sustainable agricultural production. Conservación y Desarrollo also assists growers in improving their management and production systems, increasing their share of final market prices, and obtaining technology transfer and environmental certification.

SECRETARIAT PARTNER INSTITUTIONS

International Resources Group is a consulting firm with extensive natural resource management, agriculture, environment, institutional and policy reform, decentralization, market development, energy, and relief and reconstruction skills. IRG has demonstrated experience in all aspects of complex, large-scale, and adaptive project management, including contract oversight, knowledge management, and grants management in projects worldwide. In addition, IRG offers a wealth of international expertise in core ABCI functions, including building knowledge networks, disseminating lessons, and results monitoring and evaluation. In recent years, IRG has maintained a modest presence in the Amazon region, with a single office and program based in Lima, and fielded short-term assessment teams for USAID assignments in Bolivia, Brazil, and Ecuador. Given current political sensibilities regarding internationally supported initiatives in remote areas of the Amazon Basin, this light institutional footprint—reinforced by a team and staff with exceptional regional grounding—will contribute to the effective management of ABCI. IRG will take the lead in providing ABCI-wide administrative and logistical services through the Secretariat, promoting public-private partnerships, and supporting programwide activities through a small-grants program.

Academy for Educational Development (AED) is a global leader in environmental education and strategic communications (such as GreenCOM), currently implementing environmental communications in six LAC programs, three of those in Amazon Basin countries. AED has been actively working in Brazil since 1998 and has developed a variety of robust partnerships with private companies such as the Bank of Brazil, IBM Brazil, and Microsoft. AED recruited staff from more than 40 local companies in the city of Recife to serve as mentors for the first-ever e-Mentoring program in Brazil. AED will coordinate the development and implementation of an ABCI-wide communication strategy.

Instituto Internacional de Educação do Brasil (International Institute of Education of Brazil—IEB) is Brazil's most prominent NGO in environmental training and capacity building. With a small core staff, IEB has implemented a wide range of courses and other activities by drawing on a network of experts in diverse fields related to conservation and development. Through its courses and fellowship support, IEB has trained more than 1,200 Brazilians, half of whom have come from the Amazon region. With support from the Moore Foundation, IEB runs a program of competitive scholarships and short-term specialist training courses for professionals and academics working in conservation and the sustainable use of natural resources in the Brazilian Amazon. It leads a USAID-supported consortium of six Brazilian NGOs and the University of Florida intended to improve forestry, develop new enterprise networks, and plan and monitor conservation landscapes in the Brazilian Amazon. Building on its experience and credibility, IEB will manage the ABCI-wide training and capacity-building activities, assist with the small grants program, and house the ABCI Secretariat office in Brasília. IEB also leads the ABCI-supported consortium, Challenging Deforestation in the Brazilian Amazon, and is a core member of the Indigenous Landscapes Consortium (Sections 2.1 and 2.3, respectively).

Sociedad Peruana de Derecho Ambiental (Peruvian Society for Environmental Law—SPDA) is the Andean region's premier center for formulation of policies related to biodiversity protection and environmentally sound development. Since its founding in 1986, SPDA has played a catalytic role in shaping key Peruvian environmental policies, in particular those involving the protected area system, forestry, and intellectual property rights. Work by SPDA focuses on three main fields of action: (a) development and enforcement of a comprehensive legal environmental framework, (b) defense of citizen rights to a healthy environment and effective application of citizen participation mechanisms, and (c) dissemination of environmental and sustainable development principles and policies and of environmental law. As part of its role in ABCI, SPDA will carry out policy analyses and house the ABCI Secretariat office in Lima. SPDA also participates in the Madidi Manu conservation consortium.

Social Impact (SI), established in 1996, is a small women-owned business based in Arlington, Virginia. Through USAID, the development banks, and various NGOs, SI has supported performance monitoring and participatory monitoring and evaluation in more than 80 countries worldwide. In the past 15 years, the principals of SI have improved the quality of nearly 1,000 development and social change projects and

programs in more than 130 countries. SI's proven track record demonstrates measurable improvements in project quality at entry, implementation performance, and program impact. SI will be engaged in the full range of results monitoring and evaluation activities for ABCI.

ANNEX 2: KEY PERSONNEL BY CONSORTIUM

CHALLENGING THE ADVANCE OF DEFORESTATION IN THE BRAZILIAN AMAZON

Brasília-based **Gordon Armstrong**, **ABCI Program Manager** (IEB), has 30 years' of work experience in rural development and management and conservation of tropical forests in various countries of Africa and South America. His experience ranges from implementation of forestry and conservation projects to management of projects and programs within international agencies and NGOs. Since January 2004, Mr. Armstrong has been IEB's technical director, for which his principal responsibility has been coordination of a USAID-supported consortium of seven institutions working on tropical forest management and conservation.

Brasília-based **Ailton Dias dos Santos**, **ABCI Deputy Program Manager** (IEB), is a specialist in participatory processes for rural development. With a bachelor's degree in agronomy and a master's degree in agricultural extension, Mr. dos Santos has substantial experience working with poor family farmers on resettlement schemes in the Brazilian Amazon and in participatory monitoring and systemization of project experiences. Mr. dos Santos has undertaken numerous consultancies for government, NGOs, and international agencies. In 2004, Mr. dos Santos joined IEB as coordinator of PADIS.

CONSERVING THE MADIDI-MANU LANDSCAPE OF BOLIVIA AND PERU

Lima-based **Michael Painter, ABCI Program Manager** (WCS), has more than 25 years of applied research experience on the linkages between socioeconomic factors and patterns of land use. He directed the Latin America Program at the Institute for Development Anthropology, a center of excellence in research and education on environmentally sustainable development. Dr. Painter was responsible for setting up a monitoring and evaluation system to assess the impacts of community-based management of wildlife and natural resources under the Botswana Natural Resource Management Project. He joined WCS in 1997 and has served as director of the Chaco program and the Bolivia country program and now directs the Central Andes and Amazon program.

Santa Cruz, Bolivia-based **Cristian Vallejos, ABCI Deputy Program Manager** (ACA), has more than 20 years of experience in biodiversity conservation and natural resource management in Latin America with responsibilities that have focused on planning, implementing, and supervising on-the-ground efforts. He has extensive experience leading multidisciplinary teams in multicultural settings and in managing private and public donor portfolios.

INDIGENOUS LANDSCAPES: STRENGTHENING INDIGENOUS ORGANIZATIONS IN THE AMAZON BASIN

Manaus-based **ABCI Program Manager Jorge da Silva** (TNC), a leader of Brazil's Terena people, has more than 20 years of program management and capacity-building experience with Amazon indigenous organizations. Mr. da Silva has served in various capacities with indigenous causes across the NGO, international donor, and government sectors in Brazil, Venezuela, Colombia, and Ecuador. A social scientist by training (Master's degree in sociology from the University of Maryland), Mr. da Silva has assumed positions of increasing responsibility with indigenous affairs at federal, state, and international levels, launching innovative projects to strengthen indigenous education and intellectual property rights. Since 2003 Mr. da Silva has served TNC's Amazon Program as indigenous liaison coordinator, where he designs, implements, and oversees institution-strengthening activities with indigenous associations and federations of the Brazilian Amazon.

Quito-based **ABCI Deputy Program Manager Paulina Arroyo** (TNC), has been deeply involved in project management and implementation in Ecuador for more than 15 years, with particular expertise in participatory approaches to biodiversity conservation and gender. During the 1990s, she served as founder and president of an NGO dedicated to biodiversity conservation, sustainable resource management of natural resources, and incorporation of gender perspectives. Ms. Arroyo joined TNC's Quito office in 1999, where she has since managed the Condor Bioreserve Project and was instrumental in developing natural resource management plans with two indigenous communities. This experience generated a new participatory methodology for biodiversity conservation and natural resource management with local communities within or near protected areas.

ENVIRONMENTAL GOVERNANCE IN THE MAP REGION OF PERU, BRAZIL AND BOLIVIA

Based in Acre state, Brazil, **Foster Brown**, **ABCI Program Manager** (WHRC), is a geochemist skilled in land use and land-cover change who has lived in Acre, Brazil, for 14 years, where he works as a senior scientist directing projects in collaboration with the Zoobotanical Park of the Federal University of Acre. Dr. Brown has been instrumental in building trinational partnerships in research and development in the MAP region and helped organize the initial regional forum of universities in 1999. He is the principal investigator for the Large-Scale Biosphere Atmosphere Experiment (LBA)–Acre Program and currently directs the project, Land Cover Changes in the Tri-Frontier area of Brazil, Bolivia, and Peru: Implications for Sustainable Land Use in Southwestern Amazonia, which is funded by the National Aeronautics and Space Administration (NASA). Dr. Brown served on the Brazilian Committee for Training and Education of LBA.

Based in Cobija (Pando, Bolivia), **Juan Fernando Reyes**, **ABCI Deputy Program Manager** (Herencia), is an economist with a specialization in forest management with more than ten years of experience managing conservation and development projects in the MAP region. Mr. Reyes has coordinated projects to support the management and formulation of the wildlife management plan for the Manuripi National Amazon Reserve and directed the environmental zoning of the Department of Pando, Bolivia. He currently works as an economist for the Forest Management Program for the Bolivian Amazon.

SUSTAINABLE LIVELIHOODS IN THE WESTERN AMAZON

Quito-based **ABCI Program Manager**, **Luis Felipe Duchicela** (Rainforest Alliance), has long-term experience in marketing non-traditional agricultural products and developing a value-chain approach to cocoa production among smallholders, exporters and international buyers. A native Ecuadorian with an MBA from Yale University, Mr. Duchicela worked for over 20 years in the private sector with Chiquita Brands International, in a variety of progressively responsible positions. He has most recently been the Regional Director for Rainforest Alliance's Certified Sustainable Products Alliance (CSPA), a USAID-funded project in Central America and Mexico, oriented to promote the certification and marketing of three key products: coffee, bananas and timber.

The former ABCI Deputy Program Manager, **Lucía Burneo** (Rainforest Alliance), was recently elected to the Ecuadorian Congress. Rainforest Alliance is recruiting another candidate for this position.

ABCI SECRETARIAT

Brasília-based **ABCI Secretariat Director Anthony Anderson** (IRG) has 33 years of professional experience in the Amazon region, working on resource management and conservation planning and policies directly relevant to ABCI. Dr. Anderson has worked on Amazon issues at regional research centers, the Ford Foundation, the World Bank, and more recently as an independent environmental consultant. He has published 50 papers and four books on tropical conservation and development in the region and is also familiar with the vast array of donors financing Amazon Basin biodiversity conservation and development initiatives. Dr. Anderson served as team leader for the USAID assessment team that produced the original ABCI concept document: *Conserving Biodiversity in the Amazon Basin: Context and Opportunities for USAID*.

Lima-based **ABCI Secretariat Deputy Director Jessica Hidalgo** (SPDA) is a recognized expert in environmental law and policy, forest resources, and conservation and natural resource management programs. She has worked on USAID-funded programs in Peru, Bolivia, Panama, and Paraguay, and she has additional field experience in Ecuador and Brazil. Since 1988 Ms. Hidalgo has worked with SPDA in Peru, serving in several senior management and technical positions, including executive director and director of industry, trade, and environment. She currently directs SPDA's Forestry Program, managing projects on forest resources, natural protected areas, and private and public conservation projects. Ms. Hidalgo has played a pivotal role in shaping public policies in Peru's forestry sector.

US-based **Program Coordinator Doug Pool** is a natural resource management expert with three decades of experience leading multidisciplinary USAID field teams in Latin America, Asia, and the Middle East. With IRG since 1995, Mr. Pool brings a solid understanding of technical, political, social, and environmental issues involving conservation and development. Among his numerous assignments for USAID missions in Latin America, he was program coordinator for Development Strategies for Fragile Lands (DESFIL), which addressed sustainable land use and livelihoods for residents of the Andean slopes and lowland forests of the Amazon. He also led the 2001 Review of USAID's Natural Forest Management Programs, with specific case studies in six Latin American countries.